



# Integration newsletter

## December edition



Welcome to the  
December edition of the  
Integration Newsletter



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Dear colleagues,

**As we approach the end of 2021 and look forward to some downtime with our families over the coming weeks, we wanted to devote this month's newsletter to listing the many integration highlights we have achieved as new ICON in 2021. What a year it has been for all of us, starting in February with the announcement of the agreement between ICON and PRA to unite, the closing of the transaction on 1st July, and the achievement of a multitude of integration milestones over the past 6 months as new ICON. And we've accomplished these milestones in the midst of a global pandemic that has impacted employees, our families and the communities in which we live. As Steve Cutler mentioned in his video update yesterday, we can be proud of what we have achieved to date as we create the world's leading clinical research organisation powered by healthcare intelligence, and continue to have a positive impact on world health.**

We would like to sincerely thank everyone involved in the integration workstreams, who, along with their day jobs, are putting in a tremendous amount of work to ensure we integrate both legacy companies effectively and efficiently. We continue to be proud of the collaboration and can-do attitude shown by everyone on these teams and while we reflect on the great progress we have made to date, we also look forward to celebrating many more integration milestones in 2022.

Above all, we would like to thank you, our colleagues, for your willingness to embrace change, for supporting each other and for listening to your new colleagues and being open to different ideas and ways of working. We would also like to thank you for staying focussed on delivering for our customers, which continues to be of the utmost importance. Integrations of this scale are not easy and require a lot of careful thought and consideration, so we ask for your ongoing patience as we continue to progress our 'marathon' initiative in 2022.

We wish you and your families the very best for the holiday season and for 2022 and we look forward to keeping you updated on our integration activities in January and throughout 2022.

Best regards,  
Simon & Harris



## Integration review: Summary integration achievements in 2021

Following are high-level summaries of some of the 2021 milestones and achievements from the integration workstreams.

### Finance

- Reported the first quarter of results for new ICON to the market in November
- Concluded a 6-week evaluation phase of our go-forward finance platform, which resulted in the approval of a best of both approach, that includes a move to legacy ICON's Oracle system and use of the revenue recognition systems and processes from legacy PRA. Commenced the design phase and data migration phases for implementation of Oracle during 2022
- Completed the 2022 budget process to support each of the business units and GBS functions to review and understand their goals for 2022

### Facilities

- Brought legacy teams together in 19 office locations in APAC, EMEA, US & LATAM
- Condeco desk booking system rolled out in all consolidated locations



### IT

- Integration microsite launched
- Federated instant messaging and email contacts enabled
- Cross-company application access for a sub-set of applications for legal and BD enabled
- IT support for office moves delivered and self-service guest wi-fi enabled across all offices
- Financial reporting (interim) consolidated
- Mimecast email filtering and USB locking now consistently applied across all users in new ICON
- IT future state plans developed for 2022 and beyond
- Comprehensive IT security evaluation of L-PRA completed in order to connect L-PRA to L-ICON to enable the pathway for a shared employee experience
- Achieved an "A" Rating for L-PRA cyber security
- Rolled out a common cyber security threat detection & prevention capability across new ICON

### Global Strategic Solutions

- Combined L-PRA Strategic Solutions and L-ICON DOCS into one GSS structure at the Tier 1, 2 and 3 levels, with operations alignment to a matrix model on a regional and account basis
- Split the L-PRA Talent Acquisition (TA) team to ensure support for the BSMID/Biotech full service operational teams and combined the legacy PRA and DOCS TA structures, whilst developing combined processes and ensuring continued client facing services
- Combined and realigned the BD teams within FSP and aligned the proposal/pricing processes to ensure client facing focus and relationships
- Harmonised GSS corporate metrics, KPIs and business goals for Q4 onwards and produced a combined budget for GSS for 2022
- Completed IT gap analysis for Financial/TA/ Timesheet processes and applications to inform enterprise IT decisions



## Human Resources

- Benefits harmonisation continues and employee briefings held for US and Canada staff
- New performance management process for the combined organisation under development for roll out in January
- A number of workstreams in place for ICON University to be able to leverage the extensive curriculum from both organisations for all staff
- Workday project is ongoing and the first phase of testing kicked off in December
- Cultural differences identified through all-employee culture assessment survey
- Combined strategies and budget for Diversity, Inclusion & Belonging and Corporate Social Responsibility finalised
- Tier 1-3 leadership structures set
- Working on a number of updated global policies to be launched in January



## Quality & Compliance

- Fully integrated and cross trained Q&C team
- Successful business partnership model deployed to assist operations with integration
- Finalised SOP and work instruction templates distributed across the business
- Delivered Decentralised Clinical Trials (DCT) quality guidance to DCT Operations
- Joint Q&C metrics and central tracking and reporting of GxP issues, audits/inspections
- Collaboration with Procurement to leverage ICON vendor qualification process/ technology, as well as vendor qualification synergies resulting in improvements
- Aligned computer system validation review methodologies and tech audit processes, including risk assessment, regulatory compliance and data controls



## Global Operations

- Strong collaboration across a variety of areas, including systems, processes, functional capabilities & regulatory to ensure consistency of our approach across operational groups
- Specific initiatives developed for cell gene / immuno-oncology and biotech areas to align on approach and messaging to clients
- Integrated process for Site ID/Selection
- Successful cross-selling of services, including labs, IRT, Firecrest, Accellacare, Imaging and other specialty services
- Creation of new Data Management Support Services (DMSS) role, following a review
- Collaborative SOP Gap analysis ongoing



## Marketing

- Delivered acquisition communications, including [www.iconplc.com/pr](http://www.iconplc.com/pr)
- Migrated prahs.com content to iconplc.com website, retired prahs.com website and redirected the domain
- Conducted L-PRA social media followers migration campaign and retired the L-PRA social media accounts
- Completed the analysis, transformation and migration of L-PRA marketing contacts to the ICON marketing database
- Launched rebranded and reworked critical marketing collateral
- Delivered updated brand standards and revised MS Office templates
- Updated the ICON Service Catalogue to reflect our expanded services portfolio
- Developed an ad campaign and messaging which will launch in January 2022





## Procurement

- All new vendors on-boarded through ICON's Supplier Management Portal (SMP) from Day 1 of integration
- Review of all PRA approved vendors complete and integration into the SMP nearing completion
- Procurement teams integrated and new category owners will be announced next year
- Successfully utilising ICON's size and scale to get the best pricing for the business and our clients
- Numerous integration contract negotiations ongoing and complete, and discussions ongoing to combine agreements where we have vendors in common



## Regulatory Affairs & Medical Writing

- Developed a process with Finance to allow Medical Writing & Regulatory teams to work on each other's contracts and share resources
- Achieved positive outcomes for many clients, through the development of a range of innovative resourcing and financial solutions to solve resourcing challenges
- Lived by the #StrongerTogether mantra



## Legal

- Legal leadership team structure complete
- Legal compliance & ethics program integrated
- Data privacy analysis completed & recommendations received
- Updated MSA template prepared
- Program of sub-team introduction seminars in place within Legal



## Commercial

- The combined global proposals team has been integrated under a new management infrastructure
- Completion of the Salesforce discovery project seeking to confirm how we should consolidate our system of record into once instance. Next step is to present options for deployment to leadership in January



## Patient Centered Sciences (PCS) – Language Services:

- The integration of the 2 “in house” translation services teams (at legacy ICON and legacy PRA) has been substantially completed
- The coming together of ICON Language Services and PRA Translation Services has created the only full-service and ISO certified translation services provider within a global top-tier CRO
- The communication of our combined capabilities has been completed - per; (a) Language Services Fact Sheet, and (b) an updated user guide detailing how to place an order for translation services



## Real World Solutions (legacy RWE/RSH & RWS):

- The top line plan for integration of Real World Evidence (RWE) / Research Services Hubs (RSH) & Real World Solutions (RWS) is agreed
- Appointment of Kathleen Mandziuk as the VP Real World Solutions – Project Management has occurred which will allow for the integration of legacy RWE & RWS. Kathleen will work alongside Brian Mallon, VP & Global Head, RSH & PCS





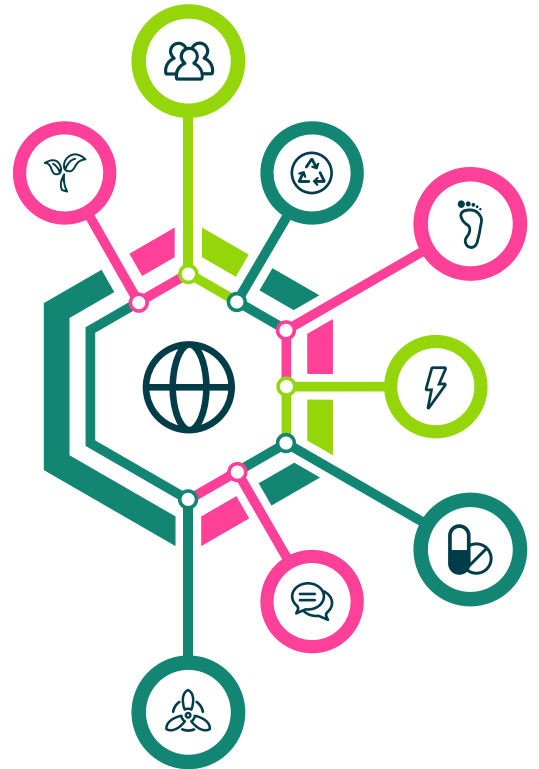
## Video updates

### Steve Cutler end of year employee message



### BMS acknowledgement video

Senior leaders from BMS recorded a video to thank the ICON team for the wonderful job in support of a large BMS study over the past 3 years.





## Annual Charity Donation Programme

Many thanks to those who submitted nominations for our 2021 Charity Donation programme. Since starting this programme in 2012, we have supported over 70 charities across a variety of causes that are aligned with our mission, diversity, inclusion & belonging and corporate social responsibility goals. These have included supporting people living with intellectual and physical disabilities through targeted education programmes and work opportunities; alleviating poverty and homelessness; improving child welfare through education; supporting ethnic minority groups and LGBTQ+ communities; and enhancing the lives of patients who are living with cancer, blindness, Alzheimer's disease, autism and neuromuscular diseases.

This year, in lieu of formal holiday events, we have expanded our programme and will be donating \$10,000 each to 20 organisations around the world, instead of our normal practice of supporting 10 charities. We received 180 nominations for very worthy causes. Some of these came from employees who have been personally touched by the work of the charity and other employees wanted to support great causes in their communities.

Following is the list of organisations that we are supporting as part of our 2021/2022 programme.

Region	Charity	Cause	Country
<b>APAC</b>			
	AHM Trust	Working to create a society free of eradicable diseases, child abuse & women's oppression	India
	Beyond Blue	Mental health organisation focused on supporting people affected by anxiety, depression and suicide	Australia
	China Social Welfare Foundation	National not-for-profit foundation funding programmes & institutions that support the elderly, disabled, & children	China
	Support for families of children with rare diseases	National Network for Support of Children with Rare Diseases	Japan
<b>EMEA</b>			
	DePaul	Supporting people who are homeless or at risk of homelessness	Ireland
	DREAM4KIDS	Support for children who have suffered trauma	Netherlands
	The Brain Tumor Charity	Brain tumour research and patient support. Donating in memory of Laura Wilkins from our UK Language Service team, who sadly passed away from a brain tumour in 2017.	UK
	Bleu Network	Support and access to employment for people with autism	France
	SPOZA	Support for mentally & physically impaired people to better integrate & become part of society	Poland
	Ronald McDonald House	Accommodation support for families of hospitalised children	Spain
	Village by Village	Alleviating poverty in remote rural African villages	Africa
<b>LATAM</b>			
	Refugio Casa Frida	Provides shelter, support & healthcare for LGBTQ+ people fleeing persecution or who are expelled from their families	Mexico
	Amigos do Bem	Empowers communities in hinterland Brazil & promotes social inclusion through projects focused on education, income generation, access to water, housing & health	Brazil
<b>US &amp; Canada</b>			
	Project 8p	Research of 8p disorders (rare genetic condition) & patient support	US
	Feeding America	Advancing change in America by ensuring equitable access to nutritious food for all	US
	My Possibilities	Educational programmes for adults with cognitive disabilities	US
	St. Jude Children's Research Hospital	Paediatric treatment and research facility focused on children's catastrophic diseases	US
	Family Promise	Working to prevent & end family homelessness	US
	Boys & Girls Clubs of America	Enabling young people of every race, ethnicity, gender, etc. to reach their full potential	US
	Hope Air	Provides travel & accommodations for people when they need to travel long distances for vital healthcare	Canada



## Uniting teams and building relationships

Uniting teams in single office locations continued in late November and early December, with teams coming together in Santiago, Chile, and Johannesburg, South Africa. Samir Shah, President Global Strategic Solutions, also had the opportunity to visit Mexico and Brazil, where he met with local leaders and colleagues. And finally, in a wonderful example of #StrongerTogether, a team of 20 ICON employees recently participated in the Ashiya United Relay Marathon in Japan and designed and printed their own Stronger Together t-shirts to wear during the event. Well done to everyone involved!



The Johannesburg team united in a single office location



Samir Shah meets colleagues in Sao Paulo, Brazil



Samir Shah hosts townhall meeting in Mexico



Employees in Japan complete the 2021 Ashiya Marathon, wearing Stronger Together t-shirts

## Questions?

**We want to hear your feedback and gather your questions. Here's how to do it:**

- Visit the Integration Microsite's [Contact Us](#) page to find contact information for several workstreams. Please send any relevant questions or feedback to the particular workstream contacts identified on the site.
- If your question is not related specifically to a workstream, or if you are not sure where it fits, please utilise our general feedback mechanism through Survey Monkey. You can view the latest FAQs on the homepage of the [Integration Microsite](#) or via [InsidePRA](#)
- Please remember to route customer questions through the Survey Monkey tool, so that we provide the most up to date response to customers.



**ICON**

Wishing all colleagues a  
**healthy and happy 2022!**